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# 2010 ARMY POSTURE STATEMENT



AMERICA'S ARMY: THE STRENGTH OF THE NATION™



Report Documentation Page			Form Approved OMB No. 0704-0188		
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE <b>2010</b>	2. REPORT TYPE		3. DATES COVERED <b>00-00-2010 to 00-00-2010</b>		
4. TITLE AND SUBTITLE <b>2010 Army Posture Statement. America's Army: The Strength of the Nation</b>			5a. CONTRACT NUMBER		
			5b. GRANT NUMBER		
			5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)			5d. PROJECT NUMBER		
			5e. TASK NUMBER		
			5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>Department of the Army, Washington, DC</b>			8. PERFORMING ORGANIZATION REPORT NUMBER		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)			10. SPONSOR/MONITOR'S ACRONYM(S)		
			11. SPONSOR/MONITOR'S REPORT NUMBER(S)		
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited</b>					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT <b>Same as Report (SAR)</b>	18. NUMBER OF PAGES <b>40</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			



# AMERICA'S ARMY: THE STRENGTH OF THE NATION™



## Army Family Covenant

### We recognize...

- ...The commitment and increasing sacrifices that our Families are making every day.
- ...The strength of our Soldiers comes from the strength of their Families.

### We are committed to...

- ...Providing Soldiers and Families a quality of life that is commensurate with their service.
- ...Providing our Families a strong, supportive environment where they can thrive.
- ...Building a partnership with Army Families that enhances their strength and resilience.

### We are committed to improving family readiness by:

- Standardizing and funding existing Family programs and services
- Increasing accessibility and quality of health care
- Improving Soldier and Family housing
- Expanding education and employment opportunities for Family members

**Kenneth O. Preston**  
Sergeant Major of the Army

**George W. Casey, Jr.**  
General, United States Army  
Chief of Staff

**John M. McHugh**  
Secretary of the Army

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A STATEMENT ON THE  
POSTURE OF THE UNITED STATES ARMY 2010

submitted by

THE HONORABLE JOHN M. MCHUGH AND  
GENERAL GEORGE W. CASEY, JR.

to the Committees and Subcommittees of the

UNITED STATES SENATE

and the

HOUSE OF REPRESENTATIVES

2<sup>ND</sup> SESSION, 111<sup>TH</sup> CONGRESS

FEBRUARY 2010

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February 19, 2010

Our Army continues to lead America in the global struggle against violent extremism. Since the attacks of September 11, 2001, America's Army has engaged in sustained combat against determined enemies, provided lifesaving humanitarian assistance to those affected by natural disaster abroad, and supported homeland defense and civil authorities in responding to domestic emergencies.

In more than eight years of war, the Soldiers, Civilians, and Families of our Army have paid a heavy price – more than one million have deployed to combat, over 3,900 have sacrificed their lives, and over 25,000 have been wounded. They have been stressed and strained like never before. Yet our Army remains the “Strength of the Nation” because of the quality, commitment, and resilience of our people. Each day, 1.1 million Soldiers, 279,500 Civilians, and their Families proudly serve in nearly 80 countries around the world. In the past year, more than 162,000 men and women chose to enlist in the United States Army, and more than 117,000 Soldiers chose to re-enlist and continue their service to the Nation.

Four years ago, we put the Army on a path to restore balance to the force – to sustain our all-volunteer force, prepare for current conflicts, reset to restore readiness, and transform to meet future threats in an era of persistent conflict. In 2009, we made significant progress – the support the Army received over the past year enabled us to train, equip, and care for our Soldiers and their Families, including our wounded Warriors and the Families of our fallen. We continue to improve how we acquire equipment, modernize our force, and conduct the business of the Army, so that we remain good stewards of our Nation's resources.

We are not out of the woods yet. We face challenges as we shift our weight from Iraq to Afghanistan, continue to refine the Army of the 21st Century, execute BRAC-directed moves, continue to modularize and reposition units to meet diverse threats, and transform our business practices.

With the continued support of the President, Congress, and our Departmental leadership, this budget allows us to not only restore balance to the Army in 2011, but sets the conditions for the Army of the 21st Century.

**George W. Casey, Jr.**  
General, United States Army  
Chief of Staff

**John M. McHugh**  
Secretary of the Army

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\* Online only



*"But more than any other nation, the United States of America has underwritten global security for over six decades -- a time that, for all its problems, has seen walls come down, and markets open, and billions lifted from poverty, unparalleled scientific progress and advancing frontiers of human liberty."*

**~ President Barack Obama**



## Introduction

America's Army continues to answer the Nation's call, as it has since it was established nearly 235 years ago. Today our Army is fighting two wars, assisting other nations as they build their own security capacity, supporting civil authorities at home, helping the people of Haiti rebuild after a devastating earthquake, and preparing to deter and defeat new threats. The Army's Soldiers, Civilians, and Families faithfully shoulder the load that our Nation asks of them. With the support of the Congress, we are on track with our four-year plan to put the Army back in balance.

Though their sacrifices can never be fully repaid, the Nation continues to recognize and honor our Soldiers and their Families by supporting them before, during, and following deployments. Our Soldiers rely upon the best training and equipment that our Nation can provide to accomplish their mission. Yet even with this continued support, the demands of eight years of war weigh heavily on our Army. The strain of multiple deployments is evident on Soldiers and their Families.

Equipment is used at a pace that seriously challenges our maintenance and replacement capabilities and resources. The stress is present in our institutions as we change 20th-century systems and processes to meet the demands of the 21st Century.

Our Nation faces the difficult challenge of balancing when, where, and how to engage in a dynamic and uncertain world while meeting important priorities at home. However, when the security of our citizens or allies is threatened, the Nation can depend on **America's Army – the Strength of the Nation.**

## Strategic Context

The United States faces a complex strategic landscape with an array of diverse security challenges. We are fighting wars in Iraq and Afghanistan while preparing for future challenges to our national security. For the foreseeable future, violent extremist movements such as Al Qaeda and other terrorist organizations comprise the most immediate threats. Current global economic conditions, changes in demographics, cultural pressures

associated with globalization, and competition for scarce resources exacerbate the uncertainty and volatility of the strategic environment. Within this setting, the American Soldier stands as our Nation's most visible and enduring symbol of commitment in an era of persistent conflict.

## Persistent Conflict

For the near future, persistent conflict – protracted confrontation among state, non-state, and individual actors that are increasingly willing to use violence to achieve their political and ideological ends – will characterize the global security environment. Security crises will arise unpredictably, vary in intensity and scope, and last for uncertain durations. These challenges will take place in all domains: land, sea, air, space, and cyberspace. Natural disasters and humanitarian emergencies will continue to be frequent and unpredictable, requiring the commitment of Soldiers and resources. In this dynamic environment, the Army will conduct operations that span the spectrum of conflict from humanitarian and civil support to counterinsurgency to general war, often simultaneously.

## Global Trends

Several global trends will continue to shape the international security environment and the conflicts confronting our Nation. Globalization may increase prosperity, but it can also spread destabilizing influences. The unequal distribution of benefits creates societies with divisions between “haves” and “have nots” – divisions that can be exploited by extremist ideologies and lead to conflict. Fault lines reflecting protracted competition and friction can erupt unpredictably as societies struggle to adjust to the move toward modernity and greater interdependence. Meanwhile, increasingly available and affordable technology provides our adversaries sophisticated tools to enable a networked approach to recruiting the disenfranchised and exporting terror.

Shifting demographics and rapid population growth that is increasingly urbanized can continue to break down traditional, localized norms of governance, behavior, and identity, and further strain already stressed governments. This is especially true where a lack of economic opportunity increases the potential for instability and extremism. Those who are disaffected may rebel against perceived Western interference, challenges to traditional values, and ineffective governments. Increased resource demand, in particular energy, water, and food, is a consequence of growing prosperity and populations. The growing global competition for resources will continue to produce friction and increase opportunities for conflict. In this environment, climate change and natural disasters will compound already difficult conditions in developing countries by igniting humanitarian crises, causing destabilizing population migrations, and raising the potential for epidemic diseases.

The two trends of greatest concern are the proliferation of weapons of mass destruction (WMD) and failed or failing states. A catastrophic attack utilizing WMD has the potential to be globally destabilizing. Failed or failing states, lacking the will or capacity to maintain effective territorial control, contribute to regional instability and provide ideal environments for terrorist groups to plan and export operations. The merging of these two trends constitutes a significant and compelling threat. Together, these trends make conflict in the decades ahead more likely.

## Character of Conflict in the 21st Century

Global trends and recent conflicts – such as those in Lebanon and Georgia – and our own recent combat experience indicate the evolving character of conflict in the 21st Century.

Conflicts will be waged among diverse actors – state and non-state – with the latter employing



capabilities that, during the last century, remained largely the purview of nation-states. Motives, objectives, and often the identities of these actors will be difficult to discern, and are likely to shift as some act covertly and others use proxies. The battle to gain influence over, and support from, populations will be central to our success. Therefore, conflict will be unavoidably waged among the people.

The initiation, location, duration, and intensity of conflicts are increasingly unpredictable. In an interdependent world, conflicts are more susceptible to the potential for spillover, creating regionally, and potentially globally, destabilizing effects. All of this will occur under the unblinking scrutiny of the 24-hour global media cycle and the internet. Details of conflict as well as misinformation will flow equally across social, communications, and cyber networks. Our adversaries will exploit these media and communication sources locally and globally.



We are more likely to face hybrid threats – diverse and dynamic combinations of conventional, irregular, terrorist, and criminal capabilities employed asymmetrically to counter our advantages. Hybrid threats require hybrid solutions – adaptive military forces that can function in a variety of situations with a diverse set of national, allied, and indigenous partners. Given the strategic environment, enduring global trends, and the character of 21st Century conflict, the Army will operate as part of a Joint, interagency, intergovernmental, and multi-national team to fulfill its global commitments.

## Roles of Land Forces

More than one million of our men and women have served in the ongoing campaigns in Iraq and Afghanistan. Over 3,900 American Soldiers have given their lives, and more than 25,000 others have been wounded during this longest period of sustained conflict ever fought by an all-volunteer force. Today, America's Army has over 255,000 Soldiers and more than 18,500 Army Civilians serving in nearly 80 countries around the world – with the remainder stationed within the United States supporting domestic missions, resetting from recent deployments, or preparing for an upcoming deployment.

Our Soldiers are performing magnificently around the world every day, and the roles for land forces in this environment are becoming increasingly clear.

First, the Army must **prevail in protracted counter-insurgency (COIN) operations**. Not only must we prevail in our current missions in Iraq, Afghanistan, and the Philippines, we must be prepared to prevail in any future COIN operation.

Second, the Army must **engage to help other nations** build capacity and to assure our friends and allies. Through security force assistance, we can increase the capacity of other nations' military and police to uphold the rule of law, ensure domestic

## ARMY GLOBAL COMMITMENTS



order, and deny sanctuary to terrorists – thereby helping avoid future conflicts that might otherwise develop. American Soldiers are currently deployed to Central America and the Balkans, building the capacity of indigenous security forces. Additionally, the Army has established an Army Service Component Command for U.S. Africa Command to assist partner nations and humanitarian organizations in Africa.

A third role that the Army fulfills is to **provide support to civil authorities** at home and abroad. In the past year alone, American Soldiers have fought fires in the west, conducted search and rescue operations in the Rockies and Alaska, and assisted with tsunami relief in American Samoa, in support of civil authorities. The Army has also

provided a sizeable force to support the relief efforts in Haiti following the catastrophic earthquake that destroyed its capital. Army units from both the active and reserve components remain prepared to react to a variety of crises as consequence management and response forces. The U.S. Army Corps of Engineers is a lead organization in providing DoD support to civil authorities for disaster relief at home and engineering support to the United States Agency for International Development (USAID) overseas. Abroad, the Army has also supported civil authorities in many ways, such as sending Agribusiness Development Teams from the Army National Guard to Afghanistan.

Finally, the Army must **deter and defeat hybrid threats and hostile state actors**. As an Army, we



recognize that we must remain prepared to meet and defeat hostile state actors that threaten our national security. But we recognize that the probability of facing a nation that will challenge America's military head-on is lower than it was during the Cold War and other periods in our history. Our readiness and capability to confront near-peer competitors also deters war by raising the stakes for nation-state and hybrid actors who would threaten our security interests. To meet these threats, Army units continue to participate in Joint and international training exercises around the world, ensuring that military skills and cooperative partnerships remain strong. The Army continues to position forces in Korea and at various missile defense sites in order to discourage actors who seek to disrupt regional stability and security.

### Two Critical Challenges

The Army has operated at a demanding pace for the last eight years, and while it has met each challenge, the strain has placed the Army out of balance. Demand for Army forces continues to exceed the sustainable supply. Against that backdrop, the Army continues to meet the wartime requirements of our Nation while it addresses the two major challenges facing our force – **restoring balance** and **setting conditions for the future**. In 2007, we established a four-year plan to restore balance to an Army that had experienced the cumulative effects of years of conflict. The FY 11 budget supports the final year in that plan. As we continue to restore balance to the force, we are also setting the conditions for the Army of the 21st Century - an







Army that fulfills our strategic role as an integral part of our Joint Force.

### Restoring Balance: The Army's Four Imperatives

With the help of Congress, we have made significant progress over the past three years in our plan to restore balance – a plan founded on four imperatives. Yet today the Army remains out of balance. We've improved our ability to **sustain** the Army's Soldiers, Families, and Civilians; **prepare** forces for success in the current conflict; **reset** returning units to rebuild the readiness consumed in operations and to prepare for future deployments and contingencies; and **transform** to meet the demands of the 21st Century. As a result of this progress we now are in a better position to achieve balance than we were two years ago. Critical to this was the growth in the size of the Army.

The security agreement with Iraq that transferred security in urban areas to Iraqis was a momen-

tous and welcomed accomplishment. The hard work and sacrifice of our Soldiers with the support of Congress helped make this achievement possible and set the conditions for our responsible drawdown of combat forces in Iraq this year. Coupled with our growth, the drawdown in Iraq allowed for our increased commitment of forces to Afghanistan to stem the rising violence, and disrupt, dismantle, and defeat al-Qaeda while reversing the momentum of the Taliban insurgency. However, the campaigns in Iraq and Afghanistan continue to create demands that have our Army operating beyond sustainable capacity. In fact, in 2009 more Soldiers were deployed in Iraq and Afghanistan combined than during the height of the Iraq surge.

Presently, and for the short term, we lack sufficient strategic flexibility, and we continue to accumulate risk. We continue to stress our Soldiers, Families, Civilians, equipment, and institutional systems, so our efforts to restore balance must not waiver.

## Sustain

Sustaining our all-volunteer force is our first imperative. Nowhere is the stress on our force more profound than in the toll it takes on our people, as is tragically evident in the rising number of suicides and increasing need for counseling among our Soldiers and Families. We are aggressively addressing the causes of stress on individuals resulting from the cumulative effects of multiple deployments, and seeking to build resilience in Soldiers, Families, and Civilians. The Army is committed to ensuring that the quality of life of those who serve the Nation is commensurate with the quality of their service.

## **Goals**

To sustain the force, the Army continues to pursue four major goals. Our first goal is to Recruit and Retain quality Soldiers and Civilians dedicated to service to the Nation. Next, we are committed to furnishing the best Care, Support, and Services for Soldiers, Families, and Civilians by improving quality of life through meaningful initiatives such as the Army Family Action Plan, the Army Family Covenant, Army Community Covenants, and the

Comprehensive Soldier Fitness Program. It is our solemn obligation to provide world-class Warrior Care and Transition to our wounded, ill, and injured Warriors through properly led and resourced Warrior Transition Units. Finally, by Supporting the Families of our Fallen Comrades we honor their service and sacrifice.

## **Progress and Accomplishments**

- ★ The Army met 104% of its recruiting goals for 2009 and achieved both numeric goals and quality benchmarks for new recruits.
- ★ All components exceeded 105% of their reenlistment goals.
- ★ We reduced off-duty fatalities by 20%, to include a 15% reduction in overall privately-owned-vehicle fatalities and 37% reduction in motorcycle fatalities.
- ★ In collaboration with the National Institute of Mental Health, the Army began a seminal study into suicide prevention that will inform the Army Suicide Prevention Program and society's approach to suicide.
- ★ We began instituting Comprehensive Soldier Fitness – an all-inclusive approach to emotional, social, spiritual, family, and physical fitness – as the foundation to building resiliency within the Army.
- ★ We initiated an unprecedented series of construction projects at five major hospitals as part of our commitment to modernize our healthcare system.
- ★ The Army established the Warrior Transition Command and reorganized Warrior Transition Brigades to provide centralized support, rehabilitation, and individualized transition planning to our recovering Warriors.





- ★ We expanded Survivor Outreach Services to over 26,000 Family members, providing unified support and advocacy, and enhancing survivor benefits for the Families of our Soldiers who have made the ultimate sacrifice.
- ★ We implemented the Post 9/11 GI Bill, significantly increasing educational benefits for active duty Soldiers, Veterans, and Family members.
- ★ The Army Reserve established Army Strong Community Centers to support geographically-dispersed Soldiers and Families. Together with Army National Guard Family Assistance Centers and Soldier and Family Assistance Centers on active duty installations, these centers provide help to Soldiers' Families near their hometowns.

## FY 11 Budget Highlights

- ★ Provides \$1.7 billion to standardize and fund vital Family programs and services to include welfare and recreation; youth services and child care; Survivor Outreach Services; and expanded education and employment opportunities for Family members.
- ★ Provides a 1.4% military basic pay raise and Civilian pay raise, a 3.9% basic allowance for housing increase, and a 3.4% basic allowance for subsistence increase.
- ★ Warrior Transition Units for our wounded Soldiers will continue to receive strong support in FY 11 with \$18 million in Military Construction funds allocated to resource construction of barracks spaces.
- ★ Supports the Residential Communities Initiatives program which provides quality, sustainable residential communities for Soldiers and their Families living on-post and continues to offset out-of-pocket housing expenses for those residing off-post.



## Prepare

Our Soldiers face determined enemies – so preparing the force for our current conflict is complex and time-consuming, but essential for success. Our units must have the people, training, and equipment they need to prevail. Meanwhile, our institutions and systems must adapt to provide those critical capabilities in a timely manner and in sufficient quantities.

## Goals

To prepare the force, we have four key goals. First, we accelerated the pace at which we needed to Grow the Army to our end strength and to grow our modular brigades to 73 Brigade Combat Teams (BCTs) and nearly 230 Support Brigades. Second, the Army is committed to improving individual and collective Training to better prepare Soldiers and leaders for a complex and challenging operational environment. Next, we continuously work to provide our formations with effective Equipment in a timely manner that maintains our technological edge and protects our



most critical resource – the Soldier. Finally, we must transform the Army to a rotational model – Army Force Generation (ARFORGEN) – the core process for generating trained, ready, and cohesive units on a sustained and rotational basis – to meet current and future strategic demands



## Progress and Accomplishments

- ★ We began the phase-out of stop-loss, starting with the Army Reserve in August 2009 and the Army National Guard in September 2009, and followed by the Active Army in January 2010. Today, no mobilizing or deploying units have stop-loss Soldiers in their ranks.
- ★ The force achieved its Grow the Army end strength goal of 1.1 million in 2009. The active component continues to grow toward its additional authorized Temporary End Strength in order to improve unit manning within the already existing Army structure as we eliminate stop-loss.
- ★ Fifteen-month tours effectively ended in November 2009, when the last Soldiers on those extended deployments returned.
- ★ We completed fielding nearly 12,000 Mine Resistant Ambush Protected (MRAP) vehicles in Iraq and Afghanistan and

delivered the first MRAP All-Terrain Vehicles (M-ATVs) to Afghanistan – just 15 months after identifying the need for that capability. As of the beginning of February, we have provided nearly 800 M-ATVs to Afghanistan.

- ★ This year, we successfully manned, trained, equipped, and deployed 67 brigade equivalents.
- ★ The Army exceeded fleet readiness of 90% for ground equipment, to include MRAPs, and 75% for aviation.
- ★ We established the Army Training Network (ATN) - a 21st Century approach to Army training. This revolution in training knowledge access is now providing a one-stop portal to share training best practices, solutions, and products across the Army.
- ★ The Army increased its employment of biometric technologies enabling the Army to better identify the enemy among the populace.

## FY 11 Budget Highlights

- ★ Funds permanent, active component end strength at 547,400; Army Reserve at 205,000; and National Guard at 358,200 in the base budget and supports a 22,000 temporary increase in the active component through the Overseas Contingency Operations (OCO) request.
- ★ Procures and upgrades the Army's UH-60 Black Hawk, CH-47 Chinook, and AH-64 Apache helicopters, which are vital to operations in Afghanistan and Iraq.
- ★ Provides over \$1 billion for flight crew training in all components to fund flying hours, maintenance, fuel, airfield operations, and specialized skill training.

## Reset

With the pace of continuous combat operations in two wars for the past eight years, we are consuming our readiness as fast as we can build it. Reset restores returning units – their Soldiers, Families, and equipment - to a level of readiness necessary for future missions.

### Goals

Our Reset plans include four goals. Our efforts to Revitalize Soldiers and Families seek to reestablish and strengthen relationships following deployments. The Army's comprehensive efforts to Repair, Replace, and Recapitalize Equipment affected by the harsh environments of the war are essential to resetting units. In particular, achieving responsible drawdown in Iraq while increasing our commitment of forces and equipment to Afghanistan will require an unprecedented reset effort. The Army must Retrain Soldiers, Leaders, and Units to build critical skills necessary to operate across the spectrum of conflict in the current security environment. Lastly, we are identifying and applying the lessons learned from the Reset Pilot Program that was designed to improve the efficiency and effectiveness of the Reset process. Army Reset is a necessary process that must continue not only as long as we have forces deployed, but an additional two to three years after major deployments end.

### Progress and Accomplishments

- ★ The Army completed the reset of 29 brigades' worth of equipment in FY 09 and continued the reset of 13 more. In total, we have reset more than 98,000 pieces of equipment as depot production has doubled since September 11, 2001.
- ★ We began executing a responsible drawdown in Iraq which will redistribute, transfer, or dispose of 3.4 million pieces of equipment;

redeploy 143,000 military and Civilian personnel, and 147,000 contractors; close 22 supply support activities; and consume or dispose of over 21,000 short tons of supplies.

- ★ In 2009, more than 160,000 Soldiers and Family members participated in over 2,600 Strong Bonds events designed to strengthen Army Families.
- ★ The Army continues to revise its approach to training by emphasizing doing fewer tasks better, making judicious use of field time, and maximizing the use of mobile training teams and distributed learning.
- ★ We completed our Reset Pilot Program and will begin instituting the full Reset model across the Army in 2010.
- ★ The Army fostered partnerships by executing more than \$24 billion in new foreign military sales.

### FY 11 Budget Highlights

- ★ Provides \$10.8 billion to reset Army equipment through the Overseas Contingency Operations (OCO) request.
- ★ Supports training and sustainment of Army forces to include individual skills and leader training; combined arms training toward full spectrum operations; and adaptable, phased training based on the ARFORGEN process.

### Transform

Since 2004, the Army has been transforming our force to provide the combatant commanders tailored, strategically responsive forces that can dominate across the spectrum of conflict. Transformation is a continuous process that sets the conditions for success against both near-term and future enemies.

## Goals

Our goals for transformation include continued Modular Reorganization to standardize our formations to create a more deployable, adaptable, and versatile force. We will accelerate fielding of Advanced Technologies to ensure our Soldiers retain their technological edge. The Army will Operationalize the Reserve Components by systematically building and sustaining readiness while increasing predictability for these Soldiers, Families, employers, and communities.

Completing the requirements of the Base Realignment and Closure (BRAC) statutes is central to Restationing Forces. Soldier and Leader Development will ensure that we produce the next generation of agile and adaptive military and Civilian leaders who are supremely competent in their core proficiencies and sufficiently broad enough to operate effectively in the Joint, interagency, intergovernmental, and multi-national environments.



## Progress and Accomplishments

- ★ The Army is 88% complete on the modular conversion of its brigades. The FY 11 budget will support the near completion of this process.
- ★ The Army consolidated existing aviation force structure to create a 12th active component combat aviation brigade (CAB)

forming an additional deployable CAB without adding force structure.

- ★ The Army activated the 162nd Infantry Brigade at Ft. Polk, Louisiana, providing a dedicated and enduring capability to prepare combat advisors to train and build capacity in foreign security forces. Trainers from the brigade are now deployed to Afghanistan to assist with the training and development of the Afghan Security Forces.
- ★ The Army developed a new incremental capability package approach to modernization which will allow technologically mature, Soldier-tested, proven technologies to be prioritized, bundled in time, and fielded to the force more quickly than ever before.
- ★ We provided combatant commanders with dedicated, regionally based network operations support, and integrated cyber security capability in the form of Theater Network Operations and Security Centers, unique within the Department of Defense.
- ★ This past year, the Army closed three active installations and five U.S. Army Reserve Centers and is on course to complete BRAC in FY 11. To date, we have awarded 265 major military construction projects, of which 59 are complete.
- ★ The Army built a Leader Development Strategy that balances experience, greater opportunities for professional education, and training in full spectrum operations.

## FY 11 Budget Highlights

- ★ Invests nearly \$3.2 billion in BCT modernization programs that include procurement of the first incremental changes packages for Infantry BCTs and additional research, development, testing, and evaluation funding for subsequent



change packages as well as initial development of the Ground Combat Vehicle (GCV).

- ★ Provides funds to begin equipping a 13th Combat Aviation Brigade.
- ★ Supports the increase in ISR platforms to include the Raven, Shadow, and Extended Range/Multi-Purpose unmanned aerial vehicles (UAVs) and the Extended Medium Altitude Reconnaissance and Surveillance System.

## Setting Conditions for the Future

### 21st Century Army

The second critical challenge facing the Army is setting the conditions for the future through a continuous process of transformation. We must ensure that our Nation has the capability and range of military options to meet the evolving challenges we face in the 21st Century.

*We need an Army that is a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to provide a sustained flow of trained and ready forces for full spectrum operations and to hedge against unexpected contingencies – at a tempo that is predictable and sustainable for our all-volunteer force.*

Versatility is the central organizing principle of a balanced Army. It enables our forces and institutions to effectively execute operations across the

spectrum of conflict. Our modular heavy, Stryker, and light brigades provide a **versatile mix** of forces that can be combined to provide multi-purpose capabilities, and sufficient capacity to accomplish a broad range of tasks from peacetime engagement to major combat operations.

Our modular units are designed to be **tailorable**. Brigades now have capabilities previously found at division level and higher. These brigades can be tailored for specific missions and combined with support units and key enablers such as ISR, communications, civil affairs, psychological operations, public affairs capabilities, and expanded logistics support, to accomplish a wide variety of missions and increase the land options available to combatant commanders.

The network is essential to a 21st Century Army. **Networked organizations** improve the situational awareness and understanding leaders need to act decisively at all points along the spectrum of conflict, while providing connectivity down to the individual Soldier. The network allows dispersed Army organizations to plan and operate together, and provides connectivity to Joint, combined, and interagency assets. To support this objective, the Army will use the Global Network Enterprise Construct (GNEC) as our strategy to transform LandWarNet to a centralized, more secure, operationalized, and sustainable network capable of supporting an expeditionary Army.

To provide a sustained flow of trained and ready forces at a tempo sustainable for our all-volunteer force, we will put the whole Army under a rotational model – ARFORGEN.

The ARFORGEN process includes three force pools—Reset, Train-Ready, and Available. Each of the three force pools contains a versatile force package, available at varying time intervals based on its readiness level. Each force pool consists of an operational headquarters (a corps), five division headquarters (of which one or two are National Guard), twenty brigade combat teams (three or four are National Guard), and 90,000 enablers

(about half of those are Guard and Reserve). Each will be capable of full spectrum operations once we reach a steady-state, ratio of time deployed (known as “boots on the ground” or BOG) to time at home (dwell) of 1:2 (BOG:dwell) for active component forces and 1:4 for reserve component forces. This versatile mix of land forces could sustain operations in Iraq and Afghanistan. At lower demand levels, a sustainable BOG:dwell ratio of 1:3 for active component forces and 1:5 for reserve component forces provides ready, global reaction forces and regionally-oriented forces for engagement in support of Theater Security Cooperation Programs. This process also allows strategic flexibility to surge in response to unexpected contingencies across the spectrum of conflict, and provides operational depth with more forces available for longer commitment times.

The increased demands of our combatant commanders, coupled with the size of our active component (AC) force, require that we continue to integrate reserve component (RC) forces as part of our operational force. Continued and routine access to our RC forces is essential to sustaining current operations, and is improving the overall operational experience and quality of our RC forces. Additionally, sufficient Army National Guard (ARNG) forces must be ready and immediately available to their state and territorial authorities to respond to domestic crises. We are building an integrated Army in which our RC forces are included in the rotational cycle, but at a deployment rate of about half that of their AC counterparts.

The ARFORGEN process increases predictability for Soldiers, Families, employers, and communities, and enables our RC to remain an integral element of the operational force while providing the Nation with the strategic depth (i.e. those non-deployed units which are two to three years from commitment) and operational flexibility to meet unexpected contingencies.

The Army has undergone significant changes in recent years, and we must continue to change in order to keep pace with an environment of uncertainty and complexity in this era of persistent conflict. The same requirements that drive the imperative to change also drive our modernization efforts and need for institutional adaptation.

### Realizing Change

To become the Army the Nation needs in the second decade of the 21st Century, we are transforming the Army and prioritizing programs and efforts that show the most promise for today and tomorrow. Similarly, we are transforming business processes across the Army, including how we identify requirements, acquire, and provide materiel capabilities to our Soldiers, and how we adapt our institutions to align with the ARFORGEN process.

On April 6, 2009, Secretary Gates announced his adjustments to the defense program as part of the President’s budget proposal for Fiscal Year 2010. The Secretary’s decisions had an immediate and major impact on our FCS-centric Army modernization effort. He terminated the Manned Ground Vehicle (MGV) portion of FCS, directing that we “reevaluate the requirements, technology, and approach – and then re-launch the Army’s vehicle modernization program....” He further directed the Army to “accelerate the initial increment of the program to spin out technology enhancements to all combat brigades,” and retain and deliver software and network development program in increments, and incorporate MRAP into our force structure. Secretary Gates’ intent for these bold adjustments was clear – to better reflect the lessons that we were learning from ongoing operations and better posture Army forces for a broader range of future challenges.

To fully implement the Secretary of Defense’s direction, the Army has developed a comprehensive plan. We refer to this new program





as the Army's "Brigade Combat Team Modernization Plan," which is a subset of our overall Army Modernization Strategy.

### **BCT Modernization**

We will leverage the lessons learned from the last eight years to provide effective and affordable equipment now, while reducing the time it takes to develop and field new and updated materiel solutions. BCT Modernization includes four elements: modernizing the network over time to take advantage of technology upgrades, while simultaneously expanding it to cover ever increasing portions of the force; incorporating MRAPs into our force; rapidly developing and fielding a new Ground Combat Vehicle that meets the requirements of the 21st Century Army; and incrementally fielding Capability Packages that best meet the needs of Soldiers and units as they train and then deploy.

### ***Army Network***

Central to the Army's modernization efforts is an enhanced and interoperable communication network that gives the Army a decisive advantage across the spectrum of conflict. The network supports leaders in making timely, informed decisions, and supports organizational agility, lethality, and sustainability. It allows our Soldiers to know where the enemy is, where other friendly forces and civilian populations are, and what weapon systems are available for them at any given time. The network links Soldiers on the battlefield with space-based and aerial sensors, robots, and command posts – providing unprecedented situational awareness and control and enabling the application of precise lethal fires on the modern battlefield.

Maintaining our technological advantage is a constant challenge. The Army's battle command network must be continuously upgraded to



ensure security and provide improved capability, capacity, connectivity and operational effectiveness. The Warfighter Information Network (Tactical) (WIN-T) is designed to extend the network ultimately to the company level for BCTs and provide real-time information, such as high definition imagery, from surveillance sources. The Joint Tactical Radio System (JTRS) was born Joint with the specific requirement to resolve radio interoperability among the services. It will provide Soldiers at the tactical level with connectivity at extended ranges, including voice, data, and video,

enabling them to move information from platoon to higher-level command posts in complex terrain (including urban and mountainous areas).

#### *MRAP Strategy*

In response to deadly IEDs in Iraq and Afghanistan, the Nation made a tremendous investment in fielding MRAPs that have saved lives by providing significantly improved protection for our Soldiers. The Army is incorporating these vehicles throughout its unit formations. Additionally, we used the basic design of the MRAP as the foundation for the M-ATV, modifying it for the mountainous terrain found in Afghanistan and other regions around the world. The MRAP family of vehicles provides the versatility our forces need to rapidly move around the battlefield, particularly in an IED environment, with the best protection we can provide.

#### *Ground Combat Vehicle*

Combining the lessons learned from the survivability of the MRAP, the tactical mobility of the Bradley Fighting Vehicle, and the operational mobility of the Stryker, the Army is developing a Ground Combat Vehicle (GCV) that possesses all of these qualities. Providing Soldiers protected mobility is our top design criteria. The first combat vehicle designed from the ground up to operate in an IED environment, the GCV will have enhanced mobility that will allow it to operate effectively in both urban and off-road environments. It will be designed to host the Army's network. And perhaps most importantly, it will have the capacity available to accept future upgrades incrementally as technologies mature and threats change.

The GCV will be versatile enough to support our expeditionary requirements and be capable of carrying an infantry squad. It will combine sustainability features that match the availability rates of the Stryker while consuming less fuel than current vehicles of similar weight and power. The pace of change and the operational environment demand



an expedited acquisition timeline, so the Army is pursuing a GCV program timeline that provides the first production vehicles in seven years.

### **Capability Packages**

Capability packages provide the Army a regular, timely process to enable our deployable units with the latest materiel and non-materiel solutions based on the evolving challenges of the operating environment. The best available capabilities will go to the Soldiers who need them most, based on the threats they are likely to face. These bundles of capabilities will include materiel, doctrine, organization, and training to fill the highest priority requirements and mitigate risk for Soldiers. This incremental packaging approach will enable leaders to make timely, resource-informed decisions, and will help ensure that we provide the best available technologies to fulfill urgent needs to Soldiers in the fight – all driven by the cyclic readiness produced by ARFORGEN. These capability packages will upgrade our units as they prepare to deploy by providing them improved capabilities such as precision fires and advanced Intelligence, Surveillance and Reconnaissance (ISR).

### **The Army Modernization Strategy**

The Army's Brigade Combat Team Modernization Plan is a key element of our overall **Army Modernization Strategy**. The Army Modernization Strategy reflects our overarching vision of how we will achieve our ends, which is to:

*Develop and field an affordable and interoperable mix of the best equipment available to allow Soldiers and units to succeed in both today's and tomorrow's full spectrum military operations.*

The **Army Modernization Strategy** relies on three interrelated lines of effort:

**1) Develop and field new capabilities to meet identified capability “gaps” through traditional or rapid acquisition processes.** In support of this

Line of Effort in FY 11 we have requested \$934 million to develop the Army's new Ground Combat Vehicle (GCV), which will overcome critical capability gaps in both current and future operations. It is envisioned to have the tactical mobility of a Bradley, the operational mobility of a Stryker, and the protection of an MRAP. We are also requesting \$459 million to procure the Extended Range Multi-Purpose Unmanned Aerial Vehicle. This extraordinarily capable platform, which is already making a difference in Operation Enduring Freedom, gives commanders longer dwell ISR capabilities across a joint area of operations.

**2) Continuously modernize equipment to meet current and future capability needs through upgrade, replacement, recapitalization, refurbishment, and technology insertions.** Army efforts in this Line of Effort include our request for \$887 million for the procurement of 16 Block III AH-64 Apache Helicopters, as well as the upgrade of 13 AH-64 Helicopters to Block II. Block III Apache is part of a long-term effort to improve situational awareness, performance, reliability, and sustainment of the Apache. Block II upgrades continue our commitment to modernize the Army National Guard Aviation Fleet. Additionally, in this line of effort, we have requested \$505 million to upgrade Shadow RQ-7 UAVs. This key upgrade will increase the payload capacity and enhance the performance of this key ISR asset for our BCT Commanders.

**3) Meet continuously evolving force requirements in the current operational environment by fielding and distributing capabilities in accordance with the Army Resource Priorities List (ARPL) and Army Force Generation (ARFORGEN) Model.** Meeting the constantly evolving needs of theater commanders and the demands of persistent conflict will require unprecedented agility in our equipping and modernization programs. One example of this agility can be found in our Kiowa Warrior fleet. We are currently maneuvering our fleet of OH-58D Kiowa Warrior

Light Helicopters to meet Army and combatant command (COCOM) requirements based on the ARFORGEN model. As Air Cavalry Squadrons return from conflict, their OH-58D helicopters are placed into Reset. Units in Reset have very few aircraft, if any. Because the Kiowa Warrior fleet is short 35 aircraft overall, when the squadrons transition into the Train/Ready Phase of ARFORGEN, they are provided a number of helicopters sufficient to conduct training (25), but less than what they are fully authorized (30). When the units move into the Available phase, they are provided their full complement of aircraft. It is this agility that has allowed Army forces to meet the needs of theater commanders for over eight years of sustained combat.

**What do we need?** Congress has been very supportive of Army Modernization needs in the past. Their tremendous support has ensured that the Army Soldier is the best equipped and most respected combatant in the world. In order to execute Army Modernization and ensure the continued success of Soldiers and units, we depend on a variety of resources, not the least of which is predictable funding. For FY 11, we have requested \$31.7 billion for procurement and Research, Development, Test, and Evaluation (RDT&E) efforts.

#### **Adapting the Institution and Transforming Business Practices**

In addition to modernizing our operating force, we are transforming our institutional Army. As required by Section 904 of the 2008 National Defense Authorization Act (NDAA), the appointment of the Under Secretary of the Army as the Army's Chief Management Officer (CMO) has allowed the Army to develop a series of initiatives to adapt the institutional Army and transform our business practices. In accordance with Section 908 of the 2009 NDAA, these efforts will result in the development and implementation of a comprehensive program that establishes a series of measurable performance goals and objec-

tives. Specifically, the comprehensive program will address the following:

- ★ Developing and implementing a business transformation plan focused on running the Army as effectively and efficiently as possible.
- ★ Continuing the Army's business process re-engineering activities, led by OSD's Business Transformation Agency.
- ★ Developing an integrated business systems architecture that emphasizes transparency and seamless access to data, and provides timely and accurate information to decision makers.
- ★ Preparing Army leaders to take a greater role in inculcating the Army with a cost-conscious culture.

While the Army transformed its operating force – building versatile, agile units capable of adapting to changing environments – the institutional Army continued to use processes and procedures that were designed to support a pre-9/11 Army based on tiered levels of readiness. To support this new operating force, the Army must have an updated institutional Army – our generating force.

Once the mission is defined, our institutions must seamlessly and continuously adapt – tailoring force packages and quickly adjusting training, manning, and equipping – to ensure units have all of the physical and mental tools necessary to succeed.

Institutional agility allows us to adapt to the realities that present themselves. To that end, the CMO and Office of Business Transformation will build upon progress that has already been made toward the Army's institutional adaptation, specifically:



- ★ Improvement of the ARFORGEN process – aligning the generating force and its processes to better support Soldiers, Families, and units within the operating force.
- ★ Adoption of an Enterprise Approach – developing civilian and military leaders who take a collaborative, holistic view of Army objectives and resources to make better decisions for the Army.
- ★ Reformation of the requirements and resource processes – delivering timely and necessary capabilities at best value.

This transformational approach will overlay everything that the institutional Army does, with the unwavering goal of effectively and efficiently providing trained and ready forces to meet combatant commander requirements.

## Stewardship and Innovation

The Army remains devoted to the best possible stewardship of the resources it is provided by the American people through Congress. The establishment of the CMO and initiatives related to the transformation of Army business practices represent the Army's effort to act as a responsible steward. Several other initiatives serve to conserve resources and to reduce waste and inefficiencies wherever possible.

The Army achieved full operating capability of the new Army Contracting Command, Expeditionary Contracting Command, and Mission and Installation Contracting Command in 2009. These organizations are dedicated to ensuring professional, ethical, efficient, and responsive contracting.

Civilians are assuming increased responsibilities within the Army. The Army is recouping intel-

lectual capital by in-sourcing former contracted positions that were associated with inherently governmental functions. In FY 09, the Army saved significant resources by in-sourcing more than 900 core governmental functions to Army Civilians. We plan to in-source 7,162 positions in FY 10, and are programmed to in-source 11,084 positions during FY 2011-2015, of which 3,988 are acquisition positions. These positions were identified in the Army's on-going contractor inventory review process.

In the Employer Partnership program, the Army Reserve works with public agencies and private employers to leverage their shared interests in recruiting, training, and credentialing highly skilled Citizen-Soldiers. The Army Reserve has signed more than 800 partnership agreements with corporations, state agencies, and local police departments.

Energy security is a key component of Army installations, weapons systems, and operations. The Army has developed a comprehensive energy security strategy, and is acting now to implement initiatives to make us less dependent on foreign sources of fuel and better stewards of our nation's energy resources. In support of these goals, we fielded the largest hybrid vehicle fleet within the Department of Defense. Energy will continue to be a key consideration in all Army activities in order to reduce demand, increase efficiency, seek alternative sources, and create a culture of energy accountability, while sustaining or enhancing operational capabilities.

The Army is committed to environmental stewardship. Through cooperative partner agreements and the Army Compatible Use Buffer Program, the Army protected more than 28,000 acres of land at 14 locations in FY 09. Through creative solutions, the Army continues to conduct realistic training on its installations while protecting threatened and endangered species on Army lands.

## America's Army - The Strength of the Nation

The professionalism, dedicated service, and sacrifice of our all-volunteer force are hallmarks of the Army – the Strength of our Nation.

Our Soldiers and their Families quietly bear the burdens of a Nation at war. Our Civilians stand with them, dedicated to the Nation and the Army that serves it. Despite the toll that eight years of combat has taken, these great Americans continue to step forward to answer our Nation's call. In an environment in which we must make hard choices, they deserve the very best we can offer, commensurate with their dedication and sacrifice.

To continue to fulfill our vital role for the Nation, the Army must sustain its efforts to restore balance and set conditions for the future. We have made significant progress this year, but challenges remain. The continued support of Congress will ensure that the Army remains manned, trained, and equipped to protect our national security interests at home and abroad, now and in the future. America's Army – the Strength of the Nation.



## ADDENDUM A - Information Papers

360 Degree Logistics Readiness	Army Evaluation Task Force (AETF)
Accelerate Army Growth	Army Family Action Plan (AFAP)
Active Component Reserve Component (ACRC) Rebalance	Army Family Covenant
Aerial Delivery	Army Family Housing
Africa Command	ARFORGEN Synchronization Tool (AST)
Antiterrorism Program (AT)	Army Fuel and Energy
Armed Forces Recreation Centers	Army Gaming
Army Asymmetric Warfare Office (AAWO)	Army Geospatial Enterprise (AGE)
Army Campaign Plan for Health Promotion, Risk Reduction and Suicide Prevention	Army Knowledge Online (AKO)
Army Capstone Concept	Army Leader Development Strategy (ALDS)
Army Career and Alumni Program (ACAP)	Army Net-Centric Data Strategy (ANCDS)
Army Center of Excellence for the Professional Military Ethic	Army Onesource (AOS)
Army Community Covenant	Army Power Projection Program (AP3)
Army Community Services (ACS) Family Readiness Programs	Army Reserve Employer Relations (ARER) Program
Army Community Services (ACS) Family Support Programs	Army Reserve Voluntary Education Services
Army Continuing Education System (ACES)	Army Reserve Voluntary Selective Continuation of Mobilized Officers
Army Corrections Systems	Army Spouse Employment Partnership (ASEP) Program
Army Culture and Foreign Language Strategy	Army Strong
Army Energy Enterprise	Army Strong Community Centers
Army Environmental Programs	Army Training Concept (ATC)
Army Equipping Strategy	Army Training Network (ATN)
	Army Values

## ADDENDUM A - Information Papers

Army Volunteer Program	ARNG Personnel Blast and Contaminant Tracker
Army Wounded Warrior Program (AW2)	ARNG Post Deployment Health Reassessment (PDHRA)
ARNG Active First Program	ARNG Recruit Sustainment Program
ARNG Agribusiness Development Team	ARNG Rotary Wing and Unmanned Aircraft
ARNG Combat Aviation Brigade	ARNG Strong Bonds
ARNG Community Based Warrior Transition Units (WTUs)	ARNG Western Army Aviation Training Site (WAATS)
ARNG Conservation Initiatives	Asymmetric Warfare Group
ARNG Decade of Health	Base Realignment and Closure (BRAC) Program
ARNG Domestic All Hazard Response Team	Basic Officer Leadership Course Revision
ARNG Education Support Center	Behavioral Health
ARNG Electronic Data Warehouse	Better Opportunity for Single Soldiers (BOSS)
ARNG Employer Support to Guard and Reserve	Biometrics
ARNG Environmental Program	Broad Career Groups
ARNG Exportable Combat Training Capability (XCTC)	Building Partnership Capacity Through Security Cooperation
ARNG Fielding of Lakota LUH	Capabilities Development for Rapid Transition (CDRT)
ARNG General Educational Development Plus Program	Career Intern Fellows Program
ARNG Muscatatuck Army Urban Training Center	CBRNE Consequence Management Response Force (CCMRF)
ARNG Operational Mentorship and Liaison Teams (OMLTs)	Central Issue Facility Supported RFI
ARNG Operational Support Airlift Agency	Chemical Demilitarization Program
ARNG Patriot Academy	Child, Youth & School (CYS) Services
ARNG Periodic Health Assessment (PHA)	

## ADDENDUM A - Information Papers

Child and Youth School Support (CYSS) Services

Child Care Program

Civil Works

Civilian Corps Creed

Civilian Education System (CES)

Civilian Functional Training

Combat Casualty Care

Combat Training Center (CTC) Program

Combating Weapons of Mass Destruction (WMD)

Common Logistics Operating Environment (CLOE)

Concept Development and Experimentation

Condition-Based Maintenance Plus (CBM+)

Construction and Demolition Recycling Program

Continuum of Service

Cost Management

Cyber Operations

Cyberspace Task Force (ODC)

Defense Integrated Military Human Resources System (DIMHRS) transition to an Integrated Personnel and Pay System-Army

Defense Support To Civil Authorities (DSCA)

Defense Support to Civil Authorities Defense Coordinating Officer

Deployment Cycle Support

Depot Maintenance Initiatives

Distributed Common Ground System-Army (DCGS-A)

Diversity

Document and Media Exploitation (DOMEX)

Enhanced Use Leasing

Enlistment Incentives

Enlistment Incentives Program Enhancements

Equal Opportunity (EO)

Equipment Reset

Enterprise Equipping and Reuse Conference

Equipping the Reserve Component

Exceptional Family Member Program (EFMP) Respite Care

Expanding Intelligence Training

Expeditionary Capabilities

Expeditionary Contracting

Family Advocacy Program (FAP)

Foreign Military Sales

Forensics

FORSCOM Mission Support Elements (MSE)

Freedom Team Salute

Future Force Integration Directorate

General Fund Enterprise Business System

Global Posture



## ADDENDUM A - Information Papers

Global Network Enterprise Construct (GNEC)

Helicopter, Black Hawk Utility

Helicopter, Chinook Heavy Lift

Helicopter, Lakota

Helicopter, Longbow Apache

Human Dimension: The Concept and Capabilities Development

Human Terrain System (HTS)

Growing Army Human Intelligence (HUMINT) Capabilities

Initial Military Training (IMT)

Institute for NCO Professional Development

Interpreter/Translator Program

Irregular Warfare Capabilities

Joint Tactical Radio System (JTRS)

Joint Training Counter-IED Operations Integration Center (JTCOIC)

LANDWARNET and the Global Information Grid

Lean Six Sigma: Continuous Process Improvement Initiative

Manpower Personnel Integration Program (MANPRINT)

March 2 Success

Master Resilience Trainer Course

Medical and Dental Readiness

Military Construction (MILCON) Program

Military Construction (MILCON) Transformation

Military Family Life Consultants (MFLCs)

Military Intelligence Rebalancing

Mine-Resistant Ambush-Protected Vehicles (MRAP)

Modular Force Conversion

Morale Welfare and Recreation (MWR)

Multinational Exercises

National Security Personnel System (NSPS)

NCO Education System (NCOES)

Network Enterprise Centers and Army Processing Centers

Officer Education System (OES)

Officer Retention

Pandemic Influenza Preparation

Persistent Air and Ground Surveillance to Counter IED

Persistent Conflict

Physical Disability Evaluation System (PDES)

Post Deployment Health Reassessment (PDHRA)

Privatization of Army Lodging (PAL)

Property Accountability

Rapid Equipping Force (REF)

Real-Estate Disposal

## ADDENDUM A - Information Papers

Regional Hub Nodes	Transferability of GI Bill Benefits to Spouses
Rehabilitative Medicine	Transition of the Reserve Components to an Operational Force
Residential Communities Initiative (RCI)	Traumatic Brain Injury (TBI)
Rest and Recuperation (R&R) Leave Program	Unaccompanied Personnel Housing (UPH)
Restoring War Reserves	Unmanned Aircraft, Raven Small System
Restructuring Army Aviation	Unmanned Aircraft, Shadow System
Retention Program	Unmanned Aircraft, Sky Warrior System
Retiree Pre-Tax Healthcare Retirement Services	Utilities Privatization
Retrograde	Warfighter Information Network - Tactical (WIN-T)
Robotics	Warrior Ethos
Safety Center Online Tools and Initiatives	Warrior in Transition
Safety Training	Warfighters' Forums (WfF)
Science and Technology	Warrior Transition Command (WTC)
Sexual Harassment Assault Response and Prevention Program	Western Hemisphere Institute for Security Cooperation (WHINSEC)
Single Army Logistics Enterprise (SALE)	Wiki Doctrine
Soldier and Family Assistance Centers (SFAC) and Warrior in Transition Units (WTU)	Youth Programs
Soldiers Creed	
Strong Bonds	
Survivor Outreach Services (SOS)	
Sustainability	
Sustainable Range Program (SRP)	

## ADDENDUM B - Websites

### Headquarters, Department of the Army and other Commands

This site has links for information regarding the Headquarters of the Department of the Army (HQDA), Army Command Structure, Army Service Component Commands (ASCC), and Direct Reporting Units (DRU).

<http://www.army.mil/institution/organization/>

### The Army Webpage

This site is the most visited military website in the world, averaging about seven million visitors per month or approximately 250 hits per second. It provides news, features, imagery, and references.

<http://www.army.mil/>

### The Army Modernization Strategy

To be published

### The Army Posture Statement

This site provides access to archived Army Posture Statements from 1997 to 2009.

<http://www.army.mil/aps>

### The Army Secretariat

Assistant Secretary of the Army  
(Manpower & Reserve Affairs):

<http://www.asamra.army.mil/>

Assistant Secretary of the Army  
(Civil Works):

<http://www.hqda.army.mil/asacw/>

Assistant Secretary of the Army  
Acquisition, Logistics & Technology):

<https://www.alt.army.mil/>

Assistant Secretary of the Army  
(Financial Management & Comptroller):

<http://www.asafm.army.mil/>

Assistant Secretary of the Army  
(Installations & Environment):

<http://www.asaie.army.mil/>

### The Army Staff

Personnel: G-1

<http://www.armyg1.army.mil/>

Intelligence: G-2

<http://www.dami.army.pentagon.mil/>

Operations, Plans, and Policy: G-3/5/7

(Requires CAC or AKO login)

<https://www.g357extranet.army.pentagon.mil>

Logistics: G-4

<http://www.hqda.army.mil/logweb/>

Information: CIO / G06

<http://www.army.mil/ciog6/>

Programs: G-8

This site provides information on material integration and management.

<https://www.g8.army.mil/>

### Installation Management

This site provides information about a variety of services and programs related to installation support to Soldiers, their Families, and Army Civilians.

<http://www.acsim.army.mil/>

### Army Commands (ACOMs)

Army Forces Command (FORSCOM)

<http://www.forscom.army.mil/>

Army Materiel Command (AMC)

<http://www.amc.army.mil/>



## ADDENDUM B - Websites

Army Training and Doctrine Command  
(TRADOC)

<http://www.tradoc.army.mil/>

### **Reserve Components**

Army Reserve

<http://www.armyreserve.army.mil>

Army National Guard

<http://www.arng.army.mil>

### **Other informative websites**

Army Wounded Warrior Program

This site provides information on the Army's Wounded Warrior Program which provides support to severely wounded Soldiers and their Families.

<https://www.aw2.army.mil>

Army One Source

This site serves as an entry point to the Army Integrated Family Network and Army OneSource.

<http://www.myarmylifetoo.com>

## ADDENDUM C - Acronyms

<b>AC</b>	Active Component	<b>BRAC</b>	Base Realignment and Closure
<b>ACOM</b>	Army Command	<b>CBRN</b>	Chemical, Biological, Radiological, and Nuclear
<b>ACP</b>	Army Campaign Plan	<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear, and (High-Yield) Explosives
<b>AETF</b>	Army Evaluation Task Force	<b>CCDR</b>	Combatant Commander
<b>ARFORGEN</b>	Army Force Generation	<b>CCMRF</b>	CBRNE Consequence Management Reaction Force
<b>AFRICOM</b>	Africa Command	<b>CES</b>	Civilian Education System
<b>AMAP</b>	Army Medical Action Plan	<b>C4ISR</b>	Command, Control, Communications, Computer, Intelligence, Surveillance and Reconnaissance
<b>AMC</b>	Army Material Command	<b>CMO</b>	Chief Management Officer
<b>APS</b>	Army Prepositioned Stocks	<b>CMTC</b>	Combat Maneuver Training Center
<b>AR</b>	Army Regulation	<b>COCOM</b>	Combatant Command
<b>ARCIC</b>	Army Capabilities Integration Center	<b>COE</b>	Center of Excellence; Common Operating Environment; Contemporary Operating Environment
<b>ARNG</b>	Army National Guard	<b>COIN</b>	Counterinsurgency
<b>ASC</b>	Army Sustainment Command	<b>COTS</b>	Commercial Off-The-Shelf
<b>ASCC</b>	Army Service Component Command	<b>CS</b>	Combat Support
<b>AWG</b>	Asymmetric Warfare Group	<b>CSS</b>	Combat Service Support
<b>AWO</b>	Asymmetric Warfare Office	<b>CT</b>	Counter Terrorism
<b>AW2</b>	Army Wounded Warrior Program		
<b>BCT</b>	Brigade Combat Team		
<b>BCTP</b>	Battle Command Training Program		
<b>BOLC</b>	Basic Officer Leader Course		

## ADDENDUM C - Acronyms

<b>CTC</b>	Combat Training Center	<b>GNEC</b>	Global Network Enterprise Construct
<b>DA</b>	Department of the Army	<b>HBCT</b>	Heavy Brigade Combat Team
<b>DA PAM</b>	Department of the Army Pamphlet	<b>HMMWV</b>	High Mobility Multipurpose Wheeled Vehicle
<b>DCGS-A</b>	Distributed Common Ground System-Army	<b>HUMINT</b>	Human Intelligence
<b>DMDC</b>	Defense Manpower Data Center	<b>IBA</b>	Improved Body Armor
<b>DoD</b>	Department of Defense	<b>IBCT</b>	Infantry Brigade Combat Team
<b>DOTMLPF</b>	Doctrine, Organization, Training, Material, Leadership and Education, Personnel, and Facilities	<b>IED</b>	Improvised Explosive Device
<b>EBCT</b>	Evaluation Brigade Combat Team	<b>ISR</b>	Intelligence, Surveillance, and Reconnaissance
<b>EOD</b>	Explosive Ordnance Disposal	<b>IT</b>	Information Technology
<b>ES2</b>	Every Soldier a Sensor	<b>JIEDDO</b>	Joint Improvised Explosive Device Defeat Organization
<b>ETF</b>	Enterprise Task Force	<b>JIIM</b>	Joint, Interagency, Intergovernmental, and Multinational
<b>FCS</b>	Future Combat Systems	<b>JRTC</b>	Joint Readiness Training Center
<b>FM</b>	Field Manual	<b>JTF</b>	Joint Task Force
<b>FORSCOM</b>	Forces Command	<b>LMP</b>	Logistics Modernization Program
<b>FY</b>	Fiscal Year	<b>LSS</b>	Lean Six Sigma
<b>GBIAD</b>	Global Based Integrated Air Defense	<b>MI</b>	Military Intelligence
<b>GCSS-A</b>	Global Combat Service Support-Army	<b>METL</b>	Mission Essential Task List
<b>GDPR</b>	Global Defense Posture Realignment	<b>MOUT</b>	Military Operations in Urban Terrain



## ADDENDUM C - Acronyms

<b>MRAP</b>	Mine-Resistant, Ambush-Protected	<b>OIF</b>	Operation Iraqi Freedom
<b>MRE</b>	Mission Readiness Exercise	<b>OPTEMPO</b>	Operational Tempo
<b>MRX</b>	Mission Rehearsal Exercise	<b>O&amp;M</b>	Operations and Maintenance
<b>MTOE</b>	Modified Table of Organization and Equipment	<b>POM</b>	Program Objective Memorandum
<b>MTT</b>	Mobile Training Teams	<b>PSYOP</b>	Psychological Operations
<b>NBC</b>	Nuclear, Biological, Chemical	<b>PTSD</b>	Post-Traumatic Stress Disorder
<b>NEPA</b>	National Environmental Protection Act	<b>QDR</b>	Quadrennial Defense Review
<b>NET</b>	New Equipment Training	<b>QOL</b>	Quality of Life
<b>NCO</b>	Noncommissioned Officer	<b>RC</b>	Reserve Components
<b>NDAA</b>	National Defense Authorization Act	<b>RCI</b>	Residential Communities Initiative
<b>NDS</b>	National Defense Strategy	<b>REF</b>	Rapid Equipping Force
<b>NLOS-C</b>	Non Line of Sight-Cannon	<b>RFI</b>	Rapid Fielding Initiative
<b>NMS</b>	National Military Strategy	<b>SALE</b>	Single Army Logistics Enterprise
<b>NSPS</b>	National Security Personnel System	<b>SBCT</b>	Stryker Brigade Combat Team
<b>NSS</b>	National Security Strategy	<b>SFAP</b>	Soldier and Family Action Plan
<b>NTC</b>	National Training Center	<b>SHARP</b>	Sexual Harassment / Assault Response and Prevention (SHARP) Program
<b>OBT</b>	Office of Business Transformation	<b>SIGINT</b>	Signal Intelligence
<b>OCO</b>	Overseas Contingency Operations	<b>SOF</b>	Special Operations Forces
<b>OEF</b>	Operation Enduring Freedom	<b>SOS</b>	Survivor Outreach Services
		<b>TBI</b>	Traumatic Brain Injury

## ADDENDUM C - Acronyms

<b>TDA</b>	Table of Distribution and Allowances
<b>TRADOC</b>	Training and Doctrine Command
<b>TTP</b>	Tactics, Techniques, and Procedures
<b>UAH</b>	Up-Armored HMMWV
<b>UAS</b>	Unmanned Aircraft System
<b>UAV</b>	Unmanned Aerial Vehicle
<b>UGV</b>	Unmanned Ground Vehicle
<b>USAID</b>	United States Agency for International Development
<b>USAR</b>	United States Army Reserve
<b>VBIED</b>	Vehicle Borne Improvised Explosive Device
<b>WMD</b>	Weapons of Mass Destruction
<b>WO</b>	Warrant Officer
<b>WTBD</b>	Warrior Tasks and Battle Drills
<b>WTU</b>	Warrior Transition Units

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## **I AM AN AMERICAN SOLDIER.**

I am a Warrior and a member of a team.

I serve the people of the United States  
and live the Army Values.

## **I WILL ALWAYS PLACE THE MISSION FIRST.**

## **I WILL NEVER ACCEPT DEFEAT.**

## **I WILL NEVER QUIT.**

## **I WILL NEVER LEAVE A FALLEN COMRADE.**

I am disciplined, physically and mentally tough, trained  
and proficient in my Warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage and destroy the enemies  
of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

## **I AM AN AMERICAN SOLDIER.**



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